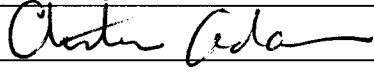






California's Child and Family Services Review System Improvement Plan


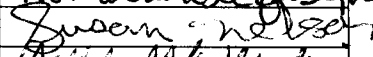
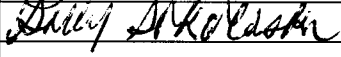
County:	Yuba County
Responsible County Child Welfare Agency:	Health & Human Services Department
Period of Assessment:	July 1, 2002 through December 31, 2003
Period of Outcomes Data:	January 2004, April 2004 and June 2004
Date Submitted:	

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Submitted by each agency for the children under its care

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Name:	Suzanne Nobles
Signature:	
Submitted by:	County Chief Probation Officer
Name:	Stephen Roper
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In Collaboration with:		
County & Community Partners	Name(s)	Signature
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County Mental Health Department	Jackie Standfill	not available for signature
Parent Representative	Susan Nelson	
Local Education Agency	Sally Sokoloski	
As Applicable:		
CDSS or Other County Adoption Agency	Patricia Grafton	not available for signature
Local Tribes	N/A	N/A

In Collaboration with:		
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First Steps (Substance Abuse Outpatient Treatment Facility)	Laurie Desmond	<i>Laurie Desmond</i>
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YCHHSD: PP Supervisor	Thomas Clark	<i>Thomas Clark</i>
YCHHSD: Agency Staffings SW	Penny Elliott	<i>Penny Elliott</i>
YCHHSD: CWS/CMS System Support Analyst	Tracy Enriquez	<i>Tracy Enriquez</i>
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YCHHSD: ER Supervisor	Bob Oxley	<i>Bob Oxley</i>
YCHHSD: FM Supervisor	Tony Roach	<i>not available to sign</i>
YCHHSD: Placement SW	Sherry Scott	<i>Sherry Scott</i>
YCHHSD: FM SW	Denise St. Clair	<i>Denise St. Clair</i>
YCHHSD: PP SW	Dianne Stewart	<i>Dianne Stewart</i>

Olivehurst & cedar LW FSR
Grace Source, Inc.

Matthew John Floc
Roy Martin

not for
Tony Martin

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Introduction

This document describes the System Improvement Plan (SIP) that will be used as a tool for Yuba County's child welfare service providers and the community to improve outcomes for children in Yuba County. The SIP identifies the positive actions that will better ensure the safety of children and improve services to Yuba County families.

Community partners, Probation Department, and the Health & Human Services Department worked collaboratively to examine the child welfare program's performance and identified barriers to improving county performance. Recognizing that issues facing children and families throughout the Yuba County community are larger than any one government agency can solve, the Yuba County Health & Human Services Department is committed to collaboration and working with local partners to improve services to achieve better outcomes for children and families.

Background

The U.S. Department of Health and Human Services Children's Bureau developed a review or audit program called the Child and Family Services Review (CFSR), which reviewed the effectiveness of each state's child welfare service (CWS) system. The CFSR examined the delivery of CWS and the outcomes for children and families served by child protective services, foster care, adoption, and other related programs. The CFSR marked the first time the federal government reviewed state child welfare service systems using performance-based outcomes. The review looked at seven child welfare outcomes pertaining to safety, permanency and stability, and well being.

At the time of California's review in September 2002, twenty-seven states had been reviewed and none had met federal outcome standards. In California, the CFSR Team examined forty-nine cases and conducted an on-site review in three counties: Los Angeles, San Mateo, and Stanislaus. The final CFSR report for California was released on January 10, 2003. California did not meet the federal outcome standards.

Due to a concern that the federal review program provided limited information on outcomes for children, California passed Assembly Bill 636, Child Welfare Systems Improvement and Accountability Act of 2001. This act mandated the California Health and Human Services Agency (HHSA) to create a comprehensive review system, which would include broadening some of the indicators to ensure a more accurate picture of the state's child welfare system. To that end, the California Children and Family Service Review (C-CFSR) was developed that included five state enhanced outcome measures in the area of safety and six state enhanced outcome measures for permanency and stability.

In response to the findings presented in the CFSR report, California was required to submit a Performance Improvement Plan (PIP). As part of the PIP, California included their newly developed C-CFSR process, which is modeled after the federal CFSR process. The C-CFSR contains three components:

- 1) A self-assessment of CWS at the county level.
- 2) A System Improvement Plan (SIP), that is built from the findings of the assessment, and must include the identified areas on which the county plans to target for improvement.
- 3) A Peer Quality Review (PQR), which will be a periodic review of cases and Social Worker practices.

The state envisions the entire C-CFSR process to have a life cycle of three years, which means every three years the counties will undergo another assessment, development of a SIP and a review of cases and Social Worker practices.

To begin the C-CFSR process and establish a baseline, the state required that all fifty-eight counties perform an assessment of their current CWS system and develop a SIP. All fifty-eight counties are required to give annual updates on the efficacy of their SIP and submit a revised SIP to the state, as appropriate, regardless of their status in the

C-CFSR process. The C-CFSR process, with its three components, will be operational in 2007. Counties will begin to be phased into the three-year cycle at that time. Twenty counties will be selected for participation in 2007, with nineteen counties in each of the following two years, 2008 and 2009. The expectation from the state is that community collaboration be a strong component of both the Self Assessment and the System Improvement Plan.

The California Department of Social Services (CDSS) provided each county with outcome measures that reflected individual county performance and overall state performance. CDSS then required that each county identify the strengths and weaknesses of their current system in their self-assessments. The outcome measures paralleled not only federal outcome measurements for safety, permanency and stability, and well being, but included the additional state enhanced outcome measures for safety and permanency and stability. Individual county outcome performance measures that are below the state's standard must be included in the SIP with an emphasis on safety. California is in the process of developing its standards for each of the state enhanced outcomes. These state standards will not be available for two to three years. Until that time, counties are encouraged to focus on the needs they identified in the self-assessment process.

The Process

In Yuba County's continuing effort to involve and collaborate with its community, invitations to serve on the AB 636 Core Committee were extended to representatives from the Yuba County Children's Council as well as all of the family resource centers located in the county, State Adoptions, and the Foster Parent Association.

The Yuba County Children's Council (YCCC) is made up of community and government leaders with the goal of improving conditions for children and families in Yuba County. YCCC members meet once a month and are comprised of administrators of local agencies, organizations and the community: Health and Human Services, Mental Health, Substance Abuse Treatment, Probation, a member of the Board of Supervisors, District and County School Superintendents, Sheriff, Police Department, Public Defender, District Attorney, non-profit organizations, local churches, and the community. YCCC has been recognized by the Board of Supervisors as the primary planning body on issues involving children and families in Yuba County including the Yuba County Child Abuse Prevention Council (CAPC).

For the Self-Assessment Plan, the AB 636 Core Committee met twice per month for a period of three months with additional "homework" assignments after each committee meeting. Subcommittees of Safety, Permanency and Stability and Well Being were formed with the members choosing the area of particular interest to them. Monthly updates on the progress of each sub-committee were given to the committee as a whole and to the Children's Services Division staff in attempts to keep everyone apprised of the progress of the committee.

The committee used the data provided by CDSS as well as statistics from the monthly quality assurance review performed by Yuba County Children's Services staff. In addition to these sources, Yuba County Children's Services developed and tracked performance measures since Fiscal Year 1999/2000 and many of these measures are similar to the federal and state enhanced outcome measurements. The local data was very helpful to the committee as it spanned a longer period of time and Children's Services staff knew exactly where the data came from in the Child Welfare Systems/Case Management System (CWS/CMS) which made the analysis much easier.

Parents and older youth were invited to participate, but experienced problems in attending the AB 636 Core Committee meetings consistently. Consequently, surveys were conducted to gather their insight and suggestions.

Five parents with past CWS involvement participated in a survey to share how they felt about the current CWS system and give suggestions for change. Their input and suggestions are identified on the chart below:

CURRENT CWS SYSTEM	SUGGESTION FOR CHANGES
CWS does not have a prevention component.	Expand CWS to include a prevention component, which would contain the following elements: parent education, mentoring, support groups, and job training.
Residential substance abuse treatment services are distant and few accept children. A large percentage of CWS families are single parent families who would have no one to care for their children while in treatment.	Increase residential substance abuse treatment services, which are local and accept children.
CWS does not have a stable housing component. Many parents end up homeless after their children are removed.	Create housing programs which include the following elements: 1) Stable housing for parents who are receiving Family Reunification services 2) Transitional housing for parents as they complete their residential substance abuse treatment 3) Safe and stable housing for intact families
Many parents perceive that some of the foster parents are only interested in the money and not in children.	No suggestion given
Parents perceived that they were supported and received services that were more appropriate when they and their social worker did not have a personality conflict.	Create a system, which matches the parent with the Family Reunification and Family Maintenance social worker, according to the strengths, needs and the overall best interests of the parent.
Some parents believe that not all social workers are as prepared, have the proper equipment such as car seats, and are as empathic to the parent's situation as they should be at the time of removal of the children.	No suggestion given
The CWS social worker's communications with the parents on their case/service plan progress is not always clear, direct and inclusive of both the compliance and non-compliance issues and their impact on the goal of reunification.	The CWS social worker's communications with the parents on their case/service plan progress should be clear, direct and inclusive of both the compliance and non-compliance issues and their impact on the goal of reunification.

The parents who had had their child removed from the home stated that Children's Services had a profound effect on their lives with the most important being the assistance and support they received in learning to live drug free and lead productive lives.

The Independent Living Program (ILP) offered in Yuba County typically provides services to thirty youth between the ages of 17-21 every week. Eleven of the ILP youth were willing to participate in a survey to share how they feel about the current CWS system and what changes they felt needed to be made. The youth offered no suggestions to any of the issues stated below. Their comments were unaltered and shared in their entirety.

The input was as follows:

- Two youth stated that they felt they were treated well in foster care.
- Nine youth felt that they were not treated well in foster care and during the discussion of this question, some of the youth stated that they felt that foster parents were more interested in foster care money than in helping children.
- Some also stated that they were treated differently than the foster parents' biological children.
- A majority of those surveyed complained of being in multiple placements and this caused them to feel like they did not belong anywhere.
- They also stated that there was no place for them to go when they turned 18 as most foster parents would not allow them to stay in their home.
- The youth also felt that they did not have enough access to their social workers and that they were not listened to when they had problems or complaints.
- All the youth felt that there was a stigma associated with being in foster care and felt that people treated them differently.

Demographics

In an effort to create a background picture on which to lay the outcome measures and Yuba's performance data, a few demographics of the county are necessary. Yuba County is one of thirty-four small rural counties in California with a population under 200,000. Government accounts for over 39 percent of employment in Yuba County. Other than government employment, job opportunities are limited within the county.

Between 1997 and 2002, Yuba County's rate of unemployment hovered between 11.6 percent and 13.6 percent as compared to California's rate of between 4.9 percent and 6.7 percent during the same period. During the most recent quarter (April, May, and June 2004), Yuba County's unemployment rate averaged 13.5 percent and the state's averaged 6.2 percent. As the number of individuals who are receiving unemployment insurance benefits determines the unemployment rate, these statistics do not capture the number of residents who are chronically unemployed and/or have limited job skills or

experience and are not eligible for unemployment insurance benefits. The “true number” for Yuba County’s unemployment rate is substantially higher than those reported.

A staggering 23.1 percent of Yuba County families with children under the age of eighteen fell under the federal poverty level with 28.2 percent of the families with children under the age of five falling under the federal poverty level. Add to the above facts the somber statistic that 49 percent of Yuba County’s families with children under eighteen are single parent households with 59.3 percent of the families with children under five being “single - no husband present” families. In addition, Yuba’s percentage of grandparents caring for grandchildren (45.2 percent) is much higher than the state’s percentage of 31.8 percent.

According to the California Department of Social Services Research and Development Division, Yuba County consistently had the highest percentage of its population receiving CalWORKs services than any other California county for the past three years (2001-2003). It is not surprising that the average percentage of Yuba County Food Stamp Households (10 to 13.9 percent) was almost double that of the state’s (5.7 percent) in the Fiscal Year 2000/2001.

The Results of the Self-Assessment

Overall, the assessment process reaffirmed the belief that Yuba County Children’s Services does indeed have many strengths and best practices and is aware of the areas which need improvement.

Identified Strengths:

- Timely response to referrals: Yuba County averaged within the 98 percentile for referrals requiring an immediate response and the 94 percentile for referrals requiring a 10-day response.

The timely response to referrals is crucial in the efforts of keeping children safe. The staff in Children’s Services understand the importance of a timely response to allegations of abuse and neglect which may indicate that the child is imminent risk and are diligent in their responses.

- Rate of abuse while a child is in foster care: Yuba County’s rate was 0.00 percent for all three quarters. The federal standard is 0.57 percent and the state’s overall average was 0.90 percent.

There were no children abused while in foster care during the reporting periods. The purpose of out-of-home placement is to keep the child safe from further abuse and neglect and provide services that promote the general well being of the child.

- Re-entry of children into the foster care system: Yuba County’s re-entry rates were one half that of the state’s for the first two quarters.

Yuba County Children's Services always provides FM Services post reunification. This is the time to assist the family with contingency planning and securing post reunification services. The county's success in maintaining a lower percentage of children re-entering foster care within twelve months of reunification may be attributed to the increased services offered at the neighborhood level; as well as opportunities for community members to become involved in helping themselves and others. Family Resource Centers are important in the follow-up they provide families to ensure families are stabilized and children are safe in their homes.

- Reunified within twelve months of entry into foster care: Yuba County 's rates experienced a steady increase with the second and third quarter average of 76.3 percent actually exceeding the federal standard of 76.2 percent.

Yuba County Children's Services and the presiding Juvenile Court Judge make every effort to safely maintain children in their homes. When this is not possible and children are placed in out of home care, Yuba County Children's Services is conservative in its approach to children returning home too soon and risking re-entry into the system. Over the past two years, the use of trial home visits has increased in frequency and has had a positive effect on reunification. Another possible contributing factor to the reduced length of stay in foster care may be that early and consistent use of concurrent planning in the dependency process motivates parents toward reunification. Yuba County Children's Services believes strongly that reunification and/or adoption is the desired goal followed, in order, by legal guardianship with a relative, legal guardianship with a non-relative, and lastly a planned permanent living arrangement (long term foster care).

- Adoption within twenty-four months of entry into foster care: Yuba County sustained exceptional numbers with all three quarters being at a minimum of 48 percent, which was double that of the state and was an appreciable difference than the federal standard of 32 percent.

The practice of Yuba County Children's Services is to begin concurrent planning efforts while the case is in Emergency Response. All concurrent planning activities must be addressed in the dispositional report. Children's Services staff and State Adoptions meet on a monthly basis to discuss cases. When a referral is received by State Adoptions, the child's case is added to the agenda for monthly discussion and regular progress updates. Early and consistent use of concurrent planning reduces the length of a child's stay in foster care as it allows for advanced identification of alternatives to reunification.

- Foster care placement in the least restrictive setting: Yuba County's numbers for "initial placement" in a group home setting was 00.00 percent while the state averaged 20 percent or more. Yuba's numbers for "primary placement " in a group home averaged 2.0 percent while the state's average was 8.9 percent.

Yuba County is very diligent in its efforts to select the best possible placement in the least restrictive setting for each child. Group home placements are utilized only after carefully matching the child's needs with the least restrictive, appropriate placement options. Yuba County continually assesses the needs of each child, the necessity for higher-level

care, the possibility for lower-level care and regularly explores appropriate placement options.

- Child placed with all or some of their siblings: Yuba County's data for placement with siblings increased over the three quarters and reflected that well over 60 percent of the children were placed with all or some of their siblings.

The characteristics affecting placement as a sibling group include: smaller sibling groups; children who are younger and closer in ages; same sex siblings, and siblings without special needs. There are no internal policies or practices that create barriers to the placement of siblings together. However, there are external barriers, such as, the limited placement resources in general and even fewer local foster homes at the ready to accept sibling groups larger than two or three or children of varying ages. The dedicated efforts of the Placement Social Worker and unit of Placement Support Social Workers greatly enhance the county's efforts to place siblings together.

- Children transitioning to adulthood: Yuba County's numbers of children transitioning out of foster care having the necessary components to be successful such as, high school diploma, visible means of support, etc. have increased.

ILP is a bi-county program (Yuba & Sutter) in partnership with the local community college, Yuba College. It is designed to provide weekly life skills trainings, enrichment activities, and celebrations for local youth who are between the ages of 16- 21 years and have been or are in out of home placement. Sutter and Yuba County probation youth also receive ILP services on a weekly basis. Yuba County also has a very large per capita rate of emancipated youth who participate in ILP regularly until they age out at 21 years. The weekly trainings are conducted on the college campus and the one monthly training is conducted at the local One Stop Career Center. Attendance rates are consistently high.

Identified Targets:

A review of the general safety data showed that Yuba County had twice the number of children per 1,000 with referrals, almost twice the number of children per 1,000 who entered foster care and stayed at least five days, and one and a half times the number of children per 1,000 in foster care than the State's average. Given the demographics of the county, this was understandable.

- Recurrence of abuse or neglect (state enhanced outcomes): Yuba County's rates ranged two to five percent higher than the state's rates for the first three quarters.

The majority of the referrals received are for General Neglect. Given the demographics of the county, the basic needs of the families are not always met. When basic needs are not met, the stress and dysfunction in the dynamics of the family escalates. These families are not always aware of the community resources, which are available or are reluctant to access them on their own volition. Recurrence of abuse or neglect in the families is the end result.

- Timely visits with children: Yuba County averaged 72.2 percent to 82.0 percent over the three quarters of data available, while the state's average for this same period was 86.3 percent.

Yuba County utilizes monthly CWS/CMS Quality Assurance Reviews (QAR) to monitor compliance with monthly Social Worker visits. In addition, the ongoing unit Supervisors use a paper tracking system to monitor monthly Social Worker visits. However, it is clear that additional tools need to be developed to ensure that all children are visited in a timely manner.

- Need for Transitional Housing Program: Based on the needs identified by the youth in the survey, solutions to housing need to be developed.

Yuba County plans to develop and implement a Transitional Housing Placement Program (THPP). THPP is a residential program, which the youth enters a year or two before emancipation. The youth learns the skills of budgeting, paying bills and saving money each month. The savings is earmarked for independent housing at the time of emancipation.

- Need for treatment programs in foster care setting to reduce multiple placements: Based on the needs identified by the youth in the survey, solutions to multiple placements need to be developed.

Yuba County Children's Services is implementing a new program in this next year, the Multi-Dimensional Treatment Foster Care (MTFC) program. This program will be a bi-county effort between Yuba and Sutter County. The program is designed to step youth down from a group home placement into a foster family situation or to avoid a youth going into a group home and stabilizing them at the foster family level. Intensive services

are provided to support the youth and foster parent during the “treatment program” which is on the average six months for males and nine months for females. The long-term goal is to step down as many youth as possible so they can begin to function in a less restrictive environment as well as prevent youth from going into a higher level of placement. With appropriate treatment, the youth’s behavior may not escalate and the placement is preserved, which would decrease the number of youth who go through multiple placements

Summary:

As clarification, the CDSS developed two enriched safety outcome measures and identified them both as 1B.

- **In the first 1B**, the state measures children who have a substantiated allegation in a twelve-month review period and then have a second substantiated allegation within the next twelve-month review period.
- **In the second 1B**, the state measures a slightly different population in that the measurement starts with children who have had their very first substantiated allegation in a twelve-month review period and then have a second one within the next twelve-month review period.

Committee members who completed Yuba County’s Self-Assessment continued to work on the development of the SIP. The consensus of the committee was to focus on the following four safety outcomes:

- Recurrence of abuse or neglect (First 1B state enhanced)
- Recurrence of abuse or neglect (Second 1B state enhanced)
- Recurrence of abuse or neglect in homes in which the children were not removed (2A state enhanced)
- Timely Social Worker Face to Face Contact (2C state enhanced)

The committee decided that for the first year, the focus would be on revisions to existing processes or development of new processes rather than a specific decrease/increase in the percentage rates. The rationale for this decision is that there must be changes in process before one can expect to see changes in the outcome measure percentage rates.

Yuba County Children’s Services is very pleased by the offers of collaboration made by community members and many of these offers are reflected in the strategies developed to address the identified safety outcomes.

As three of the safety outcomes on which the SIP will be focusing are dealing with the recurrence of abuse or neglect, some of the strategies will be the same for each outcome. The Templates were completed in the following order:

1B	Recurrence of abuse or neglect	}	See Attachment 1
1B	Recurrence of abuse or neglect		
2A	Recurrence of abuse or neglect in homes in which the children were not removed		See Attachment 2
2C	Timely Social Worker Visits		See Attachment 3

Attachment # 1

State Outcome Factor:

- 1B Recurrence of abuse or neglect for children who had a substantiated allegation within the 12 month review period and then had a subsequent substantiated allegation within the next 12 month review period.
- 1B Recurrence of abuse or neglect for children who had **their very first** substantiated allegation within the 12 month review period and then had a subsequent substantiated allegation within the next 12 month review period.

Yuba County's Current Performance:

Yuba County's current performance for both 1B outcome measures is 16.1%

Improvement Goal 1.0

Adopt a standardized risk assessment tool, which would then be utilized by Children's Services staff, other social services divisions such as the CalWORKs Prevention Units, Public Health and community partners.

1

Adopt Structured Decision-Making (SDM) risk assessment tool for Yuba County. SDM is a research-based risk assessment tool developed by testing each factor to determine whether it was statistically related to subsequent child abuse or neglect. Only those factors that proved to be associated with subsequent abuse or neglect were then included in the model.

Strategy Rationale¹

Social Workers and Community Partners differ in their decision-making processes regarding the level of risk to children. Increased utilization of a standardized risk assessment tool was strongly recommended by the AB 636 Core Committee members. Using such a model, all participants will be better able to accurately and consistently classify families according to the likelihood of subsequent abuse or neglect.

Milestone	1.1.1 Speak with the CDSS contact person for SDM and request to be placed on the waiting list for participation in the project. Request the names of other counties who also are on the waiting list for SDM.	Timeframe	One month (October 31, 2004)	Assigned to	CWS Program Manager and CWS Asst. Program Manager
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¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Strategy 1. 2		Strategy Rationale			
Monitor use of SDM tools and measure changes in decision-making.		Measures are needed to assure that staff have adopted the SDM tools and philosophy.			
Milestone	1.2.1. RTA trains CWS Supervisors in use of system for monitoring staff.	Timeframe	Four months (August 31, 2006)	Assigned to	H&HS Staff Development Coordinator, RTA, CWS Program Manager, CWS Asst. Program Manager and Supervisors
	1.2.2 Measures developed and shared with Supervisors and CWS Management Staff to monitor use of SDM.		Four months (December 31, 2006)		RTA and CWS/CMS System Support Analyst
	1.2.3 Supervisors report monthly to Program Manager/Asst. Program Manager and units on progress and successes.		Six months (June 30, 2007)		CWS Program Manager, CWS Asst. Program Manager

Strategy 2.2 Research all referrals which are received and determined not to rise to the level of risk required for further CWS intervention and refer to family resource centers as appropriate. This would require that Children’s Services acquire the family’s permission to refer them.		Strategy Rationale Even though there is not sufficient risk to provide additional CWS services, there may be additional services that would be beneficial to the families. Some families may be willing to receive services from family resource center staff, which they would not accept from Children’s Services staff.			
Milestone	2.2.1 Develop a report, which identifies the targeted referrals by geographic region.	Timeframe	Two months (November 30, 2004)	Assigned to	CWS/CMS Systems Support Analyst
	2.2.2 Meet with the FRC’s and discuss the parameters of collaboration.		Four months (March 31, 2005)		CWS Program Manager, CWS Assistant Program Manager, CWS Analyst, and Community Services Coordinator
	2.2.3 Develop written Memorandum of Understanding (MOU) for each FRC and Children’s Services.		One month (April 30, 2005)		Contract Administrator and CWS Analyst
	2.2.4 Draft MOU’s presented to H&HSD Deputy Director, Director and County Counsel for approval.		Two months (June 30, 2005)		Contract Administrator
	2.2.5 Approved MOU’s sent to FRCs for review.		One month (July 31, 2005)		Contract Administrator
	2.2.6 Signed MOU agendized for the Board of Supervisors approval.		One month (August 31 2005)		Contract Administrator
	2.2.7 Approved MOU goes into effect and CWS starts referring families.		One half month (September 15, 2005)		CWS Supervisors

Attachment #2

State Outcome Factor: 2A: Recurrence of abuse or neglect for all children who had **an inconclusive or substantiated** allegation within the 12 month review period and were not removed from their home and had a subsequent allegation which **was substantiated** within the next 12 month review period.

County's Current Performance:

Yuba County's current performance is 15.2 percent

Improvement Goal 1.0

Reduce recurrence of abuse or neglect by coordinating with the CalWORKs Prevention Units on families for whom a referral has been received, but does not rise to the level of risk required for further CWS services and there is currently an open CalWORKs case.

Strategy 1. 1

Research all referrals which are received and determined not to rise to the level of risk required for further CWS services to see if there is an open CalWORKs case with the CalWORKs Prevention Unit. If there is an open prevention case, pass on the information received in the referral to the CalWORKs Social Worker (CWSW) II.

Strategy Rationale¹

If there is an open CalWORKs case with the Prevention Unit, major barriers to employment such as substance abuse, mental health, and domestic violence issues have already been identified and the CWSW II is working with the family. This would be additional information that would be helpful to the CWSW II in addressing the family's needs.

Milestone	1.1.1 Meet with the Community Services Coordinator for CalWORKs Prevention and discuss possibilities for referral procedure.	Timeframe	Two months. (November 30, 2004)	Assigned to	CWS Program Manager, CWS Assistant Program Manager, Community Services Coordinator Manager, and CWS Analyst
	1.1.2 Develop a policy for referring these families to the CalWORKs Prevention Unit.		One month (December 31, 2004)		CWS Analyst

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Milestone	1.1.3 Draft Policy presented to Supervisors and Management in Children’s Services and CalWORKs Prevention with final draft policy submitted to the Deputy Director and Director for approval	Timeframe	Two months (February 28, 2005)	Assigned to	CWS Analyst
	1.1.4 Review policy with CWS and CalWORKs Prevention staff in unit meetings and implement the policy		One month (March 31, 2005)		Unit Supervisors
Strategy 1. 2 Co-ordinate with the CalWORKs Prevention Units on families for whom a referral has been received, but does not rise to the level of risk required for further CWS services and there is currently <u>no</u> open CalWORKs case with the Prevention Unit.			Strategy Rationale If there is no open CalWORKs case with the Prevention Unit, the issues/barriers in the referral have not come to light. The CalWORKs Prevention Social Workers could serve the family in a prevention mode.		
Milestone	1.2.1. Meet with the Community Services Coordinator for CalWORKs Prevention and discuss possibilities for referral procedure.	Timeframe	Two months (November 30, 2004)	Assigned to	CWS Program Manager, CWS Assistant Program Manager, Community Services Coordinator, and CWS Analyst
	1.2.2 Develop a policy for referring these families to the CalWORKs Prevention Unit.		One month (December 31, 2004)		CWS Analyst
	1.2.3 Draft Policy presented to Supervisors and Management in Children’s Services and CalWORKs Prevention with final draft policy submitted to the Deputy Director and Director for approval		Two months (February 28, 2005)		CWS Analyst
	1.2.4 Review policy with CWS and CalWORKs Prevention staff in unit meetings and implement the policy		One month (March 31, 2005)		Unit Supervisors

Improvement Goal 2.0 Collaborate with the family resource centers (FRC's) in the county to provide intervention services to families who have been referred to CWS, but their situation does not rise to the level of risk required for CWS services.					
Strategy 2.1 To coordinate with the family resource centers in providing services to families for whom a referral has been received, but does not rise to the level of risk required for CWS services.			Strategy Rationale Families may be more receptive to receive intervention services from a locally based family resource center.		
Milestone	2.1.1 Develop a report, which identifies the targeted referrals by geographic region.	Timeframe	Two months (November 30, 2004)	Assigned to	CWS/CMS Systems Support Analyst
	2.1.2 Meet with the FRCs and discuss the parameters of collaboration		Four months (March 31, 2005)		CWS Program Manager, CWS Assistant Program Manager, and CWS Analyst
	2.1.3 Develop written a Memorandum of Understanding (MOU) for each FRC and Children's Services		One month (April 30, 2005)		Contract Administrator with assistance from CWS Analyst
	2.1.4 Draft MOU's presented to H&HSD Deputy Director, Director and County Counsel for approval		Two months (June 30, 2005)		Contract Administrator
	2.1.5 Approved MOU's sent to FRCs for review		One month (July 31, 2005)		Contract Administrator and FRC staff
	2.1.6 Signed MOU agendized for the Board of Supervisors approval		One month (August 31 2005)		Contract Administrator
	2.1.7 Approved MOU goes into effect and CWS starts referring families		One half month (September 15, 2005)		CWS staff and FRC staff

Improvement Goal 3.0 Develop a service delivery model, which adequately addresses the circumstance of failed voluntary service efforts.					
Strategy 3.1 Develop a criteria and policy for non-detained petitions, which allows the family to remain in tact while the children are under the protection of the Court.			Strategy Rationale At the time of failed voluntary services, the level of risk is such that a petition to remove the child would not be sustained – yet the problem and the risk to the child still exists. The safety of the children may be better protected when the court has jurisdiction while children are maintained in their own homes.		
Milestone	3.1.1 Discuss the criteria and feasibility of creating a policy for non-detained petitions.	Timeframe	Four months (January 31, 2005))	Assigned to	CWS Supervisory/ Management Team and CWS Analyst
	3.1.2 Meet with Juvenile Court Judge to present the idea of non-detained petitions and discuss what effects this could possibly have on the Court and its personnel		Two months (March 31, 2005)		CWS Supervisory and Management Team and Judge
	3.1.3 Develop written policy for the criteria for non-detained petitions with input from the court.		One month (April 30, 2005)		CWS Analyst
	3.1.4 Draft Policy presented to Supervisors and Management in Children’s Services and the juvenile court judge with final draft policy submitted to the Deputy Director and Director for approval		Two months (June 30, 2005)		CWS Analyst
	3.1.5 Review policy with CWS staff in unit meetings and implement the policy		One month (July 31, 2005)		Unit Supervisor

Strategy 3.2 All CWS and CalWORKs staff will receive training in strength-based, family focused services that can be utilized at the social worker level. Request that the Regional Training Academy conduct a training in the use of strength based service delivery			Strategy Rationale Strength-based, family focused services is an evidenced based practice that improves outcomes for children and families.		
Milestone	3.2.1 Contact the Regional Training Academy to arrange training for all CWS staff	Timeframe	Two months (November 30, 2004)	Assigned to	Staff Development Coordinator
	3.2.2 All staff receive training		Six months (May 31, 2005)		CWS and CalWORKs Program Managers, Community Services Coordinator, Supervisors, and Staff Development Coordinator
	3.2.3 Supervisors report how they are monitoring the utilization of the strength-based practices by staff at weekly Supervisors Meetings and with their Program Managers and Community Services Coordinator		Six to Twelve months (November 2005 to May 2006)		CWS and CalWORKs Program Managers, Community Services Coordinator, and Supervisors
Strategy 3.3 Measure the progress in using the strength-based, family-focused training in case planning.			Strategy Rationale Measure the extent to which Social Workers are able to integrate this approach in working with families and children and to acknowledge their progress.		
Milestone	3.3.1 Staff survey on family-focused practices is developed, written and approved.	Timeframe	Three months (December 31, 2004)	Assigned to	CWS Analyst
	3.3.2 Survey administered to staff and results presented to management and staff.		January 2005		CWS Analyst, CWS and CalWORKs Program Managers, CWS Asst. Prog. Manager, and Community Services Coordinator
	3.3.3 Survey re-administered in one year.		January 2006		CWS Analyst

Strategy 3.4 Measure how family-focused services in case planning is perceived by families.			Strategy Rationale This survey will solicit input and feedback from families served. Results will be reviewed and services adjusted as appropriate.		
Milestone	3.4.1 Parent survey on family-focused services is developed, written and approved.	Timeframe	3 months (December 31, 2004)	Assigned to	CWS Analyst, Parent and Agency Staffing Social Worker
	3.4.2 Survey administered to parents and results presented to CWS Management and Staff.		January 2005		Staffing Social Worker
	3.4.3 Survey re-administered in six months		July 2005		Staffing Social Worker
Describe systemic changes needed to further support the improvement goal. CDSS needs to establish policies for separating referrals found to be inconclusive from those found to be substantiated. This would allow better tracking of both types of referrals, especially as services for families with an inconclusive allegation are not an allowable expense under the current CWS Allocation.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. We will need the support and assistance of our RTA to deliver the training in strength- based, family focused practices identified above.					
Identify roles of the other partners in achieving the improvement goals. Local Family Resource Centers (FRC's) and CalWORKs have expressed interest in assisting families in partnership with CWS. MOU's will structure/define roles and lead to greater accountability and communication.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. <ul style="list-style-type: none">Statutory and regulatory changes are needed to be able to legally include community partners in the early intervention processes and sharing of confidential information.Statutory changes are need to adequately fund prevention and information and referral services through the CWS allocation. The caseload target methodology of funding is antiquated and does not provide for the workload costs associated with the many legislative, programmatic, administrative and technical changes that have impacted child welfare service delivery at the local level.Full funding to implement the recommendations of the SB 2030 Workload Study.					

Attachment #3

State Outcome Factor: 2C Timely Social Worker Visits With Child

Yuba County's Current Performance: Yuba County's current performance is 82 percent.

Improvement Goal 1.0 Utilize the exception procedure in Division 31 regulations, specifically Manual of Policy & Procedures (MPP) Section 31-320.4, as appropriate, in the Permanent Plan caseload. This will assist social workers in identifying children who require a visit.

Strategy 1. 1 Develop a written policy, which explains both the rationale and specific case components, required for an exception to the monthly face-to-face contact by the Social Worker.

Strategy Rationale¹

Staff need to have a clear, concise policy concerning the exception process.

Milestone	1.1.1 Develop a written policy on the exception procedure as outlined in the (MPP) Section 31-320.4.	Timeframe	One and a half months (November 19, 2004)	Assigned to	CWS Analyst
	1.1.2 Present draft policy to Supervisors and Management in Children's Services and submit final draft policy to the Deputy Director and Director for approval.		One and a half months (December 31, 2004)		CWS Analyst
	1.1.3 Present policy to CWS staff during the unit meetings.		One half month (January 14, 2005)		Unit Supervisors

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Strategy 1. 2 Review of all Permanent Plan caseloads			Strategy Rationale Application of the appropriate exception criteria will ensure that Social Workers visit children on a regular basis and manage their caseloads most efficiently.		
Milestone	1.2.1. Caseload review is completed and cases are identified for potential exception process.	Timeframe	Two months (March 11, 2005)	Assigned to	Social Worker
	1.2.2 Identified cases are staffed with Supervisor to determine if exception is appropriate.		One month (April 8, 2005)		Social Worker and Unit Supervisor
	1.2.3 Identified cases are approved for the exception process.		One month (May 6, 2005)		Social Worker and Unit Supervisor
	1.2.4 Case Plans for identified cases are updated in CWS/CMS.		One half month (May 20, 2005)		Social Worker and Unit Supervisor
Strategy 1. 3 Develop a tracking system in which new Permanent Plan cases are reviewed for exception criteria on a quarterly basis.			Strategy Rationale Ongoing monitoring will be needed for all new cases entering the system subsequent to the initial caseload review completed in March 2005.		
Milestone	1.3.1 Develop a tracking system.	Timeframe	One month (April 8, 2005)	Assigned to	CWS/CMS System Support Analyst
	1.3.2 Present tracking system and the quarterly report to Supervisors and Management in Children’s Services.		One half month (April 22,2005)		CWS/CMS System Support Analyst
	1.3.3 Train staff and implement tracking system and quarterly reporting in unit meetings.		One half month (May 6, 2005)		Unit Supervisors and CWS/CMS System Support Analyst

Improvement Goal 2.0 Utilizing a geographic approach, a Social Worker will be required to visit each child placed in a group home during the first week of each month and document the visits in the child’s CWS/CMS case.					
Strategy 2.1 Develop a tracking system, which identifies all group home placements, the Social Worker caseload, and the geographic region.			Strategy Rationale To save time for Social Workers by scheduling group home visits by one Social Worker to a particular region.		
Milestone	2.1.1 Develop a tracking system.	Timeframe	One month (October 31, 2004)	Assigned to	CWS/CMS System Support Analyst
	2.1.2 Form a committee of Social Workers, CWS/CMS System Support Analyst, and Supervisors to develop the process to visit all group home children regionally to include size of region teams, rotation schedule, etc..		Three months (January 31, 2005)		Committee of Social Workers, CWS/CMS System Support Analyst, and Supervisor
	2.1.3 Present regional visitation process to Supervisors and Management in Children’s Services.		One half month (February 15, 2005)		CWS/CMS System Support Analyst and Supervisor
	2.1.4 Train staff and implement the regional visitation process for group home placements at unit meetings .		One month (March 15, 2005)		Social Workers and Unit Supervisors

Improvement Goal 3.0 Insure that identified children are visited each month and the visits are documented in the CWS/CMS case in a timely manner.					
Strategy 3. 1 Develop a process to ensure identified children are visited monthly.			Strategy Rationale When a crisis occurs on a caseload that consumes a Social Worker's time, this process will ensure that all children are visited on a regular basis.		
Milestone	3.1.1 Form a committee of Social Workers and one Supervisor to identify "red flag" situations, develop a process for requesting assistance with visiting caseload children, and get "buy-in" from all Social Worker staff.	Timeframe	Three months (December 31, 2004)	Assigned to	Committee of Social Workers and Supervisor and CWS/CMS System Support Analyst
	3.1.2 Draft process presented to Supervisors and Management in Children's Services for approval.		One month (January 31, 2005)		CWS/CMS System Support Analyst
	3.1.3 Train staff and implement process for assistance with monthly visits.		One half month (February 15, 2005)		Unit Supervisors

Strategy 3.2 Develop a checklist for visiting children that would take the Social Worker five minutes or less to complete after each visit.		Strategy Rationale A standard checklist will assist Social Workers in obtaining basic visitation information on the day of the visit. This information could be entered into CWS/CMS by support staff within the next working day for the permanent case record.			
Milestone	3.2.1 Form a committee of Social Workers and one Supervisor to develop the checklist and get buy-in from all CWS Social Workers.	Timeframe	Three months (December 31, 2004)	Assigned to	Committee of Social Workers, Supervisor, and CWS Analyst
	3.2.2 Create a written policy for use of the checklist form, with timelines for both the Social Worker and Office Assistant for completion and entry into the CWS/CMS system.		One half month (January 15, 2005)		CWS Analyst with assistance from committee members
	3.2.3 Draft Policy presented to Supervisors and Management in Children’s Services and final draft policy submitted to the Deputy Director and Director for approval.		Two months (March 15, 2005)		CWS Analyst
	3.2.4 Train staff and implement policy to use the checklist in unit meetings.		One half month (March 31, 2005)		Unit Supervisor

Strategy 3.2 Produce a monthly list for each caseload, which identifies all children who require a visit within the month.		Strategy Rationale A monthly list can be used as a tool for planning for both the Social Worker and Unit Supervisor			
Milestones	3.2.1 Discussion with all Supervisors on what information needs to be included on the report, timeframes for production of the report, etc.	Timeframe	One half month (October 15, 2004)	Assigned to	Supervisors and CWS/CMS System Support Analyst
	3.2.2 Develop the report.		One half month (October 31, 2004)		CWS/CMS System Support Analyst
	3.2.3 Develop a policy for use of the report, including the responsibilities of both Social Workers and Unit Supervisors.		One half month (November 15, 2004)		CWS/CMS System Support Analyst and CWS Analyst
	3.2.4 Draft Policy presented to Supervisors and Management in Children’s Services and final draft policy submitted to the Deputy Director and Director for approval.		Two months (January 15, 2005)		CWS Analyst
	3.2.5 Implement policy and review policy with staff in unit meetings.		One half month (January 31, 2005)		Unit Supervisors
Describe systemic changes needed to further support the improvement goal. None					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Staff must be trained to utilize the exception process. Staff will need training to implement the new procedures as developed.					
Identify roles of the other partners in achieving the improvement goals. None					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals <ul style="list-style-type: none">Statutory and regulatory changes are needed to be able to legally include community partners in the early intervention processes and sharing of confidential information.Statutory changes are need to adequately fund prevention and information and referral services through the CWS allocation. The caseload target methodology of funding is antiquated and does not provide for the workload costs associated with the many legislative, programmatic, administrative and technical changes that have impacted child welfare service delivery at the local level.Full funding to implement the recommendations of the SB 2030 Workload Study.					